

# INFORMATION BULLETIN

## WORKFORCE INVESTMENT ACT

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TO: WORKFORCE DEVELOPMENT COMMUNITY

SUBJECT: SUMMARIES OF RAPID RESPONSE SPECIAL PROJECTS FOR  
PY 2006-07

A December 14, 2006, Workforce Investment Act (WIA) Information Bulletin WIAB06-35, entitled Rapid Response Special Project Awards for Program Year (PY) 2006-07 provided a list of the 19 approved projects and award amounts. Attached to this bulletin are summaries of those approved projects.

We recommend review of the attached summaries by staff that serve dislocated workers and staff that help employers avert layoffs and promote economic development. In respect to the latter, please note that the State's recent expansion of the activities, which may be conducted with Rapid Response Special Project funds, has facilitated a broadened scope of activities relating to layoff aversion and business services.

For more detailed and updated information on the project, feel free to contact the individual named at the phone number listed in respect to each of the project descriptions.

/S/ BOB HERMSMEIER  
Chief  
Workforce Services Division

Attachment

## **Summaries of Approved 2006-07 California Rapid Response Special Projects**

### **1. Anaheim WIB**

**Project Name:** Business Innovation for Layoff Aversion

**Total Project Budget:** \$150,000

This approved project was withdrawn by the applicant.

### **2. Contra Costa WIB**

**Project Name:** Early Warning Contra Costa, 2.0

**Total Project Budget:** \$225,000

**Contact:** Tracey Brown-Carter (925-646-5023)

**Summary:** This project will expand the scope of work of the Contra Costa BESTeam (Business Enhancement Support Team) which was established as an outcome of the Program Year 2005-06 Rapid Response Special Project grant entitled "Early Warning Contra Costa." In the current project, the BESTeam will implement a "P5 Strategy," as follows:

- a) Predicting: Business conditions and economic trends that may adversely affect targeted business sectors and the top small business sub-sectors that are at risk of future dislocations will be identified. This effort will focus on the transition of the Contra Costa labor market from a labor-based economy to a knowledge-based economy. This effort will include documenting and disseminating findings and associated solutions and recommendations to affected business owners and business, civic, and economic leaders. Specific steps to accomplish this are
  - Purchase/acquire/analyze data; identify top at-risk small business sub-sectors; publish findings and solutions.
  - Hold quarterly business/economic forums to analyze trends and develop solutions.
- b) Preventing: Developing solutions to address and mitigate negative trends. Specific steps to accomplish this are
  - Develop preventive and mitigating strategies and/or recommendations through BESTeam work sessions.
  - Implement solutions within the purview of BESTeam partners, support efforts to implement recommendations.
  - Implement a 1-800 call-in business services line and on-line VOIP network.

- Expand lay-off aversion-related content available on ContraCostaMeansBusiness.com.
- c) Providing: Improving the depth and breadth of services for businesses and workers affected by layoffs by developing coordinated programs delivered through BESTeam partners. Specific steps to accomplish this are
- Enhance inter-communication and collaboration among BESTeam partners.
  - Deliver better information, resources, expertise, and services through cooperative public, private, and non-profit initiatives and programs using the most effective channels and methods for reaching target business.
  - Develop and launch a business-to-business on-line job matching service to facilitate the re-placement of laid-off workers.
- d) Promoting: Co-marketing all available services for business owners through the most effective and cost-effective channels. Specific steps to accomplish this are
- Organize and launch an early warning program and targeted marketing campaigns to promote broad awareness of the information, resources, expertise and services from BESTeam partners.
  - Launch the new web portal and the proposed 1-800 call-in line.
  - Develop and conduct coordinated countywide and targeted marketing campaigns.
  - Educate business owners and community leaders about what's available through BESTeam partners.
- e) Partnering: Expanding, extending and/or formalizing the BESTeam's collaborative network throughout Contra Costa County. Specific steps to accomplish this are
- Expand, extend and/or formalize the BESTeam's collaborative network.
  - Establish Internet-based audio and video consulting and conferencing services; hold training sessions.

### **3. Foothill**

**Project Name:** Layoff Aversion, Part II

**Total Project Budget:** \$225,000

**Contact:** Steve Chase (626-584-8394)

**Summary:** This project will build on last year's special Rapid Response project which determined the needs of small businesses, which are predominant in the workforce area. This determination was made through surveys and focus groups. Last year's project developed employer resource directories and tool kits.

The current project will facilitate/make more accessible the locally available business resources, particularly to small businesses that are at risk of layoff or closure. Specific steps in accomplishing this project are:

- Develop two brochures and five print ads to “sell” the business assistance tools developed in year one of this layoff aversion project.
- Hold at least three planning meetings with business resource providers to develop action plan to better meet needs of at risk small employers.
- Develop one on-line business resource guide.
- Develop and implement one on-line business-to-business directory with at least 2,000 entries.
- Host five workshops where business service providers would make presentations to interested employers.
- Host one business resource expo with at least seven business services providers and at least 50 businesses.

#### **4. Fresno**

**Project Name:** Fresno Economic & Workforce Strategic Partnership

**Total Project Budget:** \$225,000

**Contact:** Blake Konczal (559-490-4102)

**Summary:** This project will provide resources to complete an “Employment and Training Analysis” (ETA) that was begun with earmarked federal funds provided by Senator Barbara Boxer and with a direct grant from the Department of Labor. The ETA will continue to focus on six high-growth industries (healthcare, manufacturing, logistics and distribution, trades/construction, automotive technology, and information systems). The ETA clarifies employer demands, available labor supply, available vocational training programs, and tracks variances to facilitate the development of policies that address local workforce issues, especially unemployment, lack of in-demand skills, and low wages. To accomplish this, project funds will be used to hire a Workforce Economic Development Coordinator and Human Resource Consultants/Organizational Development Specialists (vendors). The Coordinator will work with the vendors to conduct quantitative and qualitative research, including design, data collection, analysis, and reporting.

Once the analysis is complete, the Fresno County Workforce Investment Board (FCWIB) will conduct a comprehensive outreach campaign to jobseekers to market career opportunities in the six high-growth industries. It will also convene with employers, economic development groups, post-secondary education, and vocational training providers to promote the development of certified training programs. Further, it will work in conjunction with businesses and industries to devise strategic plans for combating workforce supply and employment demand issues through the effective allocation of WIA resources. The FCWIB will establish stronger relationships with local economic

development agencies and small business development centers (SBDC). Finally, FCWIB staff will work with businesses that (as identified by the ETA) are in a declining or growth stage. Specific steps in this project are:

- Conduct six studies of a total of 500 businesses in the target industries.
- Release a RFQ to select a Workforce Economic Development Coordinator to gather labor market research, conduct employer interviews, surveys and perform statistical modeling.
- Interview a minimum of 25% of local employers in each industry.
- Research a minimum of 150 occupations across the six industries (25 per industry).
- Hold two employer meetings per quarter to disseminate information to community stakeholders, employers, job seekers, and collaborative agencies.
- Refer seven declining businesses to economic development agencies and the SBDC to avert layoffs.
- Refer seven growing businesses to internal staff (Business Account Specialists) for the purpose of placement of WIA dislocated participants.
- Increase awareness of rapid response resources and services available to small businesses in Fresno County through collaboration with local Chambers of Commerce.
- Join thirteen local Chambers of Commerce.
- Update FCWIB Web site with data from ETA study.
- Develop and produce printed copies of the ETA results for distribution to employers.

## **5. Golden Sierra**

**Project Name:** The 49er Project: Layoff Aversion & Small Business Services

**Total Project Budget:** \$190,000

**Contact:** George Hempe (530-823-4635)

**Summary:** This project will build on the planning for and initial implementation of a layoff aversion and business services program which was started with local WIA funding. Like the earlier effort, this project will further develop and disseminate information about WIA programs and activities (including business services) to 300 members of the local small employer community. The project will develop strategies for addressing future dislocation events; identify strategies for averting layoffs; and link with economic development, business retention, and recruitment activities. The specific steps toward accomplishing the project's goals are:

- Provide information about WIA programs, activities and business services to 300 plus employers (on-site and via mail/electronic media).
- Devise lay-off aversion strategies for 75 employers.

- Develop strategies for addressing future dislocation events.
- Identify strategies for averting layoffs.
- Attend quarterly Rapid Response Lay-off Aversion Round Table.
- Conduct labor market survey, using 300-plus surveys, to determine employers' hiring and business retention needs.
- Collect and analyze data related to economic dislocations/layoffs.
- Reach out to potential employers to establish the One-Stop Business Connection.
- Accomplish initial development of a regional web portal that will connect WIA services with the employer community.
- Work with Small Business Development Centers, Chambers of Commerce and economic development groups.
- Analyze/enhance Regional Industry Cluster Analysis of the top ten occupations in the five Golden Sierra regions.

## **6. Humboldt**

**Project Name:** Redwood Region Targets of Opportunity

**Total Project Budget:** \$185,000

**Contact:** Jacqueline Debets (707-445-7747)

**Summary:** This is a regional project that will initially build on and refine learnings from a previous study. This previous study determined that, after substantial decline of the mainstay of the labor market (timber), there are several "Targets of Opportunity" that provide robust career opportunities: specialty food, flowers and beverages; niche manufacturing; diversified health care; innovation services; building and systems construction and maintenance; and investment support services. The project will then engage with community leaders and institutions to disseminate information about the Targets of Opportunity regionally and put into place workforce solutions that support growth in these emerging industries. Among the solutions are creating a production worker training program to prepare workers to compete for new jobs, delivering human resource management information to help small businesses define jobs and to hire and integrate employees more efficiently and effectively, and providing business services. Specific steps in this process are:

- Convene and facilitate in-depth focus groups with 100 or more employers.
- Complete a comprehensive database of the businesses that make up each Target of Opportunity.
- Disseminate Targets of Opportunity information regionally.
- Define training program for entry-level and incumbent production workers, and define resources to deliver it.

- Implement human resources services to business, including a follow up and tracking system.
- Market business services, training and career opportunities.

## 7. Long Beach WIB

**Project Name:** Long Beach Business Expansion and Retention Network

**Total Project Budget:** \$223,691

**Contact:** Bryan S. Rogers (562-570-3701)

**Summary:** This project will build on last year's Rapid Response Special Project during which the Long Beach Business Expansion and Retention Network (Network) was formed. It supported development of common marketing materials, outreach to businesses representing declining industries, promoting delivery of services and resources through the collective effort of partners, and collecting timely data to identify business needs.

The current project will build on the previous year's efforts by utilizing outcomes and products that have been generated to address identified needs and support the health and retention of Long Beach area businesses. Continued collaboration and common marketing between the network partners will make it possible to expand outreach strategies to increase awareness among businesses of available services.

Specific steps to accomplish this are:

- Promote linkages with business support systems (e.g., WTAAC, etc.) by contacting 1,200 businesses.
- Update and distribute common outreach materials to 10,000 businesses.
- Conduct direct outreach to 500 employers to promote tax credit and first-source hiring agreements.
- Increase the number of small business workshops by 50.

## 8. LA Works

**Project Name:** Los Angeles County Integrated Business Retention (CIBeR) System

**Total Project Budget:** \$225,000

**Contact:** Salvador R. Velasquez (626-960-3964, ext. 2246)

**Summary:** This project will seek to accomplish:

- Greater integration of workforce development with local economic development, education, and other systems that support business sustainability and growth in Los Angeles county;
- Development of layoff aversion strategies, systems and services; and

- Development and delivery of rapid response and business development services to small businesses, particularly those in the manufacturing sector.

The project will seek to achieve integration by supplementing rather than supplanting ongoing efforts. It will seek to expand a local “Business Services Roundtable” into a county-wide “Business Retention Alliance.” Also in respect to the first goal, the project will create a comprehensive list of business and job-seeker assistance agencies (estimated at some 500 countywide). This list will be included in a comprehensive business services website.

In respect to the second goal (layoff aversion), the project will help the county’s rapid response providers to adopt a business retention strategy, which incorporates layoff aversion. To accomplish this, the project will help rapid response providers to establish meaningful and effective connections with the career education system, especially the community colleges’ Economic and Workforce Development Initiative Centers. The project will link employers that need to upgrade worker skills with qualified career education institutions and funding. The project will also review layoff aversion efforts that have been effective in other areas. In respect to the third goal (small business assistance), the project will target its layoff aversion and business services to this sector. The manufacturing sector will remain the focus of this effort (even though it has declined). Main efforts will be to outreach to this sector as will targeting services to businesses that have been identified as at risk of layoffs. Business development workshops will be provided to increase the sustainability and growth potential of at-risk companies. Finally, a “Business Retention Strategies Summit” will be held, to be attended by approximately 50 businesses (small/medium/large) and the members of the Alliance. Main steps in this effort will be:

- Maintain/expand a “Business Retention Alliance” among more than thirty local business services organizations.
- Hold four quarterly Alliance meetings to develop strategies for and promote integration of service delivery.
- Develop the region’s most comprehensive service directory, with as many as 500 business resources.
- Develop a unique, state-of-the-art business services website (incorporating the above service directory).
- Provide outreach, assessment, consultations, referrals, and lay-off aversion services for 100 businesses.
- Provide business development workshops to fifty manufacturing or small business enterprises.
- Refer fifty businesses to qualified training agencies to promote development of a more competitive workforce.
- Retrain fifty incumbent workers in new skill areas, utilizing non-WIA funding.
- Create a pipeline from local training providers of 100 new workers for manufacturing/small businesses.



- Conduct four cross-training sessions among the County WIB's five WIA Rapid Response providers.
- Conduct two cross-training sessions among the "Business Retention Alliance" member agencies.
- Conduct a "Business Retention Strategies Summit" with leaders from at least fifty private businesses/service agencies.
- Coordinate and oversee the services provided by five Rapid Response providers funded under the grant.

## 9. Mendocino

**Project Name:** Rapid Response Special Project Funding

**Total Project Budget:** \$176,000

**Contact:** Colleen Henderson (707-467-5589)

**Summary:** This project will seek to slow or reverse the downward economic spiral which the County of Mendocino has experienced and continues to experience. The project will use a strong community collaborative that supports current local businesses and emerging businesses. The project will continue the efforts expended in a Rapid Response Special Project in Program Year 2005/06 to complete a survey of rural business to determine need for layoff aversion/assistance/retention and/or expansion assistance. Assistance to be provided includes marketing intelligence, marketing support, product development, workforce development and/or financial assistance. The Mendocino County Business Service Network, consisting of partners from workforce development, economic development, community development, education, and private industry, was established under the previous state grant. It will be used to provide the impetus, direction, and oversight of local economic activities that support the local economy by developing strategies and programs that prevent further business closures and maximize the potential for small business growth. The Network will develop a Business Service Plan. An Economic and Workforce Development Conference-2007 will be held. The focus of this conference will include the Economic Gardening Cluster studies conducted under the preceding grant by the Center for Economic Development of Chico State University which identified Manufacturing, Wine and Related Agriculture, and Tourism as viable sectors for growth. The influx of retirees appears to be a source of cash flow that can benefit the whole community. Main steps in this effort will be:

- Coordinate all activities under the grant for quality assurance and completion.
- Expand/coordinate the Business Service Network, a partnership of economic, workforce and small business services.
- Conduct Economic Gardening Cluster Studies regarding manufacturing, wholesale, and retirement (to be conducted by the Economic Development Center - Chico State University).

- As part of RR project PY 05/06 funding on data mining - continue survey of rural business to determine need for layoff aversion/assistance/retention and/or expansion
- Coordinate, design and implement needed services by the Business Services Network through workforce and economic development partners. Implement a Business Services Plan and provide front line staff development for those who are serving the rural small business community
- Capacity Building to foster understanding and services development between Economic Development and Workforce Development:
  - Economic and Workforce Development Conference-2007
  - Business Services Network - facilitation
  - Economic Development/Workforce Development - Training - Designing and delivering responsive business services for rural small employers

#### 10. **Napa**

**Project Name:** Project EARN (Employer Advisory & Response Network)

**Total Project Budget:** \$223,800

**Contact:** Bruce Wilson and Teresa Zimny (707-259-8679/707-259-8134)

**Summary:** This project will build an Employer Advisory and Response Network (EARN). It will be composed of workforce, economic, business, and education executives and staff. They will conduct a strategic planning process (including a gap analysis of business resources) and an economic analysis of key industry “clusters of opportunity.” The project will seek to increase the quality and quantity of services to businesses by building, strengthening, and institutionalizing partnerships and linkages between the Workforce Investment Board, the One Stop Center, Economic Development Agencies, and the Community College (including its Small Business Development Center). The project will develop (or strengthen) and pilot customized employer services (such as employee buyouts, angel investment, ownership transition, including succession planning), and operations and financial restructuring. The project will reach out to create partnerships with business organizations such as chambers of commerce, labor associations, education, and economic development boards. Finally, the project will take advantage of the EARN-based partnerships to create an early warning system to identify firms at risk of leaving, closing, or downsizing before the firms reach a final decision. This will be done by convening industry roundtables, meeting with business leaders, monitoring labor market information, and conducting industry analyses. A variety of data sources will be used: Unemployment Insurance filings, WARN notices, public loan defaults, Dunn & Bradstreet reports, Moody’s Industrial Manual/Standard & Poor’s reports on company performance, business magazines, newspapers, and business surveys. The specific steps in implementing this project are:

- Convene & staff meetings with economic development, education and workforce partners around the EARN Network.
- Conduct a strategic planning process to identify goals, objectives and functions of EARN.
- Conduct a community wide service/gap analysis of business resources and needs.
- Conduct an industry cluster analysis and/or cluster of opportunity analysis.
- Develop and deliver pilot customized employer services.
- Implement an outreach plan including participation in business associations and education boards. Purchase publications.
- Convene capacity building meetings for the strategic early warning network (SEWN).
- Analyze LMI and data from unemployment filings, showing layoff trends by sector or firm.
- Analyze public loan defaults, often mirrored by bank and other financing problems.
- Review Dunn and Bradstreet reports on "stressed" firms in the region.
- Review Moody's Industrial Manual and Standard & Poors reports on company performance.
- Conduct pre-feasibility studies which may indicate opportunities for employee buyouts or need of labor-management mediation.
- Convene a capital loan committee to facilitate employer loans for training, expansion or capital investment.
- Provide technical assistance to 25 businesses on issues involving marketing or financial and operational barriers.
- Convene and present regarding RR services at quarterly peer breakfast meetings for industries within the region.
- Meet with 100+ businesses to discuss and facilitate EARN services
- Convene capital resource meetings with banks, small business administration, angel investors, CDBG and others.
- Replicate EARN model to other Workforce Investment Boards.

## 11. **NoRTEC**

**Project Name:** Northern California Regional Small Business Partnership

**Total Project Budget:** \$225,000

**Contact:** Charles Brown (530-872-9600)

**Summary:** This project will creatively seek avenues for establishing new, high growth, high wage industries (small businesses) in the various spread-out, rural labor markets that exist throughout this geographically very large Local Workforce Investment Area. It will do this by establishing a network of locally

based Angel and Venture Capital investment groups which are ready to invest in locally based entrepreneurs with business ideas suited for fast growth. This project will be a cooperative effort of the Golden Capital Network (which will organize and staff Venture Capital and Angel Investor groups and screen selected entrepreneurs for appropriateness, training, and qualifying for maximum funding), the Center for Economic Development (which will organize the Small Business Development Centers and the economic development entities in the NoRTEC area), and the NoRTEC WIB (which will contact small businesses in the NoRTEC area to identify their initial needs and potential, provide direct service and/or refer them to an appropriate entity). Other partners are local and regional Economic Development Councils and local community colleges (via their Contract Education programs and their Small Business Development Centers).

Key steps in the rollout of this project are:

- Coordinate regional meetings of local economic development councils to identify needs, resources and focus (Center for Economic Development and Golden Capital Network).
- Coordinate regional meetings of small business development centers to identify needs, resources and focus (Center for Economic Development).
- Coordinate input from local community college Contract Education staff (State Community Colleges Business and Workforce Performance Improvement office).
- Facilitate local community colleges' Small Business Development Centers' participation (State Community Colleges Small Business Development office).
- Coordinate regional meetings of local One Stop Business Service staff to identify needs, resources, etc. (NoRTEC).
- Revise online tracking system (NoRTEC).
- Host a regional conference of partners to present findings and consolidate plan (NoRTEC, Golden Capital Network and Center for Economic Development).

## **12. Orange County**

**Project Name:** Computer Cluster Collaborative (C3)

**Total Project Budget:** \$225,000

**Contact:** Andrew Munoz (714-567-7307)

**Summary:** This project will attempt to address the expanding need of the computer industry for workers. It will do this by creating a Computer Cluster Collaborative (C3), comprised of industry experts, labor representatives, education entities, training providers, workforce development professionals, and economic development professionals. The members of the C3 will seek to identify training needs, challenges, and solutions. In this way, the C3 will assist

in the development of ready and able workers to meet the current and future employee needs of computer science companies. The project will also conduct research in respect to the computer science industry to better position education and workforce development systems to meet the needs of computer science employers. Finally, the project will strengthen and increase available training opportunities in computer science to increase the pool of skilled workers. The specific steps for attaining the above are:

- Develop a resource map of Orange County computer science staffing, facilities, and training providers and put into GIS format.
- Create the Computer Cluster Collaborative, determine cluster needs and begin to solve.
- Link K-12 education with computer science based employers through the American Electronics Association's Education Council.
- Develop computer science continuing education programs through the American Electronics Association's employer-based Higher Education Taskforce.
- Increase public awareness of careers in computer science industries through a Tomorrow Day and Innovation awards.
- Host a forum to present resource mapping findings to the community.

### **13. Richmond**

**Project Name:** TEAM Richmond

**Total Project Budget:** \$119,300

**Contact:** Sal Vaca (510-307-8006)

**Summary:** This project will attempt to address identification of impending business closure/layoffs by working with a leading commercial real estate firm and the City of Richmond's Economic Development Department. The TEAM will track lease information in respect to targeted companies and industries. This will provide advance information about business changes as companies downsize or fail to renew leases. Layoff aversion will be attempted using the expertise of the real estate firm in the areas of mergers and acquisitions. Specific steps in the TEAM Richmond project plan are to:

- Participate in business associations.
- Join the Richmond Chamber of Commerce's Leadership Academy.
- Develop data base to track lease agreements and configure.
- Visit 50 companies, develop company profiles, and maintain follow up and referral to appropriate resources.
- Track information on mergers and acquisitions to assess potential impact on local companies.
- Coordinate with other LWIAs to expand the TEAM Richmond model.
- Promote the use of Enterprise Zone Tax Credits.

- Strengthen linkages between workforce development, economic development, businesses, and education.
- Coordinate two business events to promote the benefits of Enterprise Zone Tax Credits.

#### **14. Sacramento**

**Project Name:** Business Retention and Expansion

**Total Project Budget:** \$222,033

**Contact:** Kathy Kossick (916-263-4639)

**Summary:** This project seeks to promote retention and expansion of, primarily, small businesses by working with local business associations; regional, local, and ethnic chambers of commerce; city and county economic development programs; the community college; and neighboring Workforce Investment Boards. The project will conduct outreach to businesses that are not subject to the WARN act, to inform them about the availability of a wide array of rapid response and small business retention/expansion services and resources. The project will work with the Small Business Technology Institute which conducts “boot camps” for small businesses to provide them with information technology skills in such areas as accounting, customer relationship management and marketing. The project will develop a web-friendly tool kit of information on partner resources as well as what small businesses need, based on survey results. The project will participate in a region-wide business retention and expansion strategy called BizPulse. This effort is web-based, providing a comprehensive data base that allows analysis of economic data relating to the business community by industry and geographic area. It also seeks information about local businesses while promoting valuable relationships with them. Information about businesses will be gained via telephone, mail, and in-person site surveys. Finally, it provides an opportunity for employers to self-assess their needs. Appropriate team members will be notified about needs identified in this way. It is expected that BizPulse will enable workforce development agencies throughout the region to expand their employer outreach efforts and increase the placement of WIA participants in employment. Specific steps in this project are:

- Contact potential employers for the purpose of placing 50 WIA participants.
- Link with economic development activities.
- Participate in five business associations and Chambers of Commerce to market WIA services.
- Work with the regional BICs and local Business Associations and Chambers to reduce business failures.
- Subscribe to on-line and print publications that will educate small businesses and staff.

- Create and disseminate information to Chambers of Commerce, business associations, and economic development agencies about WIA programs and activities.
- Participate with regional and local economic development agencies to promote WIA and related services.
- Host quarterly meetings of the Executive Committees of regional WIBs and develop plans for work more closely together to meet the needs of employers.
- Participate in regional economic development planning initiatives through Partnership for Prosperity and linking education and economic development.

## 15. **San Diego WIB**

**Project Name:** Delivering Economic Intelligence

**Total Project Budget:** \$225,000

**Contact:** Julie Harrison (619-228-2904)

**Summary:** This project will do labor market research to develop updated “economic intelligence” on the communications, software and computer services, and computer and electronics industries in the San Diego labor market. This intelligence (plus information about the biotechnology and pharmaceuticals, healthcare, and visitor service industries) will be published in a series of short pamphlets and will be placed on an interactive labor market information website.

The interactive website will allow users to click on industries and occupations to directly obtain such intelligence as employment, projected growth, wages, education and skill requirements, and available education and training providers. Users will not need to wade through reams of related information.

The products of this project will be useful to employers, educators, and dislocated workers. Dislocated workers will be helped in particular because the products will help them make plans for retraining into new and different occupations whose wage structures meet their and their families’ needs. The applicant points out that dislocated workers more and more are the victims of shifts in the economy, rather than being cyclically unemployed. So they are less and less likely to be able to return to their previous employment. Consequently, consideration of economic intelligence about new and different employment options is important for dislocated workers. Specific steps in this project are:

- Develop a summary publication on the San Diego labor market.
- Conduct research on the labor market relating to three high-tech industries.
- Develop labor market information pamphlets for six industries.
- Develop an interactive labor market information web site for six industries.

## 16. **Santa Cruz**

**Project Name:** Enhanced Business Services

**Total Project Budget:** \$225,000

**Contact:** Frank Richards (831-454-4742)

**Summary:** This project is designed to promote/enhance the services the Workforce Investment Board offers to businesses. One major effort of the project will be to increase business awareness of Career Centers. Increased outreach to businesses will be one part of the strategy. Increased Job Fair activity is planned. More business seminars are planned. A second main effort of the project is to develop a new curriculum for Customer Services Skills training which will be used both to prepare applicants to qualify for certification and to provide training to incumbent workers. A third major effort of the project is to conduct a Workforce/Economic Forum to share, discuss, confirm and refine the WIB's Business Retention and Expansion Survey. The primary attendants will be the businesses that responded to the survey. Again, the expectation is that this forum will provide a further opportunity to make more businesses aware of WIB activities and services. Through these efforts, the WIB hopes to define itself as an asset for economic development along with its focus on workforce development. Specific steps in this project are:

- Contact 87 employers regarding Rapid Response Services and downsizing (follow up to survey).
- Contact 684 employers as follow-up to survey.
- Conduct business presentations.
- Conduct job fairs.
- Develop curriculum for customer services skills training.
- Conduct an Economic and Workforce Forum.

## 17. **SELACO**

**Project Name:** Community Outreach and Lay-off Aversion

**Total Project Budget:** \$225,000

**Contact:** Anna Leon (562-402-9336)

**Summary:** This project is designed to aid distressed employers and reduce the likelihood of staff reductions. The first step is to implement a survey of 1,100 businesses. This will help identify at-risk companies. Other ways to do this will be by using resources such as Dun & Bradstreet and ACT databases to identify and flag layoff-prone employers. The project will incorporate a layoff aversion component. SELACO's efforts will be coordinated with those of neighboring LWIAs to promote each others' services to a wider audience through coordinated calling programs that maximize contact and minimize duplicate visits. Employment Training Panel funds will be used to assist at-risk



companies. (This is a unique feature of the effort because SELACO is one of the few organizations in California that is authorized to coordinate and provide state-funded training using Employment Training Panel resources.) SELACO will customize its Employment Training Panel courses to meet employer needs. The project will reach out to low-skilled workers, especially in respect to increasing literacy and language skills. The project will enlarge/enrich business resource linkages. These include Small Business Development Centers, the CHARO Community Development Corporation, the Community Collaborative Network, the California Labor Federation, the Center for Regional Employment Strategies, Cerritos College and other local education institutions, the Los Angeles Economic Development Corporation, and the Employment Development Department. The project will create a business resource guide. The project will reach out to other LWIAs and government agencies. This will help identify industries and employers that show signs of financial risk and uncertainty. It will also give neighboring LWIAs access to the training opportunities that are provided by SELACO's unique relationship to the Employment Training Panel described above. This project will create a collaborative listing of marketing materials regarding layoff aversion, WIA programs, the Employment Training Panel, and access to LWIAs throughout the region. The project will provide layoff aversion services focused on keeping workers that have not been laid off (the "remaining employees" after a layoff) motivated and engaged to help guarantee the future of the company. Specific steps in this project are:

- Enhance the business survey and resource database.
- Conduct the surveys on behalf of SELACO's Collaborative Community Network (CCN).
- Identify and follow-up on at-risk companies for lay-off aversions.
- Use ETP funds to provide training and avert lay-offs.
- Outreach to low-skilled workers.
- Enlarge and enrich business service linkage.
- Access and create a resource business guide.
- Outreach to other WIB's.
- Create a collaborative marketing material.
- Provide Lay-off aversion services through Rapid Response.

#### **18. Solano WIB**

**Project Name:** Solano County Manufacturers Workforce Task Force

**Total Project Budget:** \$135,475

**Contact:** Robert Bloom (707-863-3501)

**Summary:** This project is designed to create a panel of manufacturing employers who will guide the expansion/enhancement of training of the local manufacturing workforce, thereby building a pool of new incoming trainees,

new workers, and incumbent workers. The key activities to achieve this goal are:

- Identify business partners, education partners, economic development partners and other interested parties to convene a Manufacturing Workforce Task Force
- Convene 10-12 Workforce Task Force meetings
- Research, analyze and draw conclusions on:
  - The underlying health of the manufacturing industry
  - Specific training and hiring needs of local manufacturers
  - The changing needs/expectations of today's/tomorrow's workers
- Structure an effective workforce development strategy around the "five-legged stool" concept, incorporating and addressing the Task Force focus areas:
  - Employers
  - Educators/Training Providers
  - Workforce Development System
  - Prospective pools of trainees/workers
  - Needed Resources (public and private)

Additional project activities are specified:

- Implement appropriate education/training efforts, most importantly at the community college, regional occupational program and adult school levels.
- Implement a marketing campaign to interest prospective trainees/employees/incumbent workers in available education/training offerings.
- Transition the Workforce Task Force to ongoing financial support by the involved/affected businesses.

#### 19. **Verdugo**

**Project Name:** Meeting Economic Development Needs Through Layoff Aversion

**Total Project Budget:** \$150,000

**Contact:** Don Nakamoto (310-326-0993)

**Summary:** This project will seek to stop the loss of jobs, particularly manufacturing jobs. It will develop lists of the financially most vulnerable businesses, using Dun & Bradstreet and Harris directories. It will develop resources and services that can help avert layoffs/plant closures (including partnerships with economic development agencies, financial agencies, and educational institutions). It will develop a walk-in Manufacturing Assistance Center which will be co-located with a WIA One Stop. It will conduct quarterly business seminars targeted to specific industry clusters. During the seminars major issues and problems facing companies in each sector will be discussed, as well as the application of various layoff aversion services to the employers'

situations. The project will conduct direct outreach to companies (face-to-face, by phone, and by direct mail). One-to-one meetings will be held with employers at their place of business to assess the needs of the company and explain layoff aversion services. Employers will be referred to economic development and/or education partners who will supply the actual layoff aversion and resources. The specific steps in this project will be:

- Research and develop lists of business targets for layoff aversion services from at least three sources.
- Research and develop at least three additional layoff aversion resources and services.
- Develop at least two additional partnerships with economic development agencies and educational institutions.
- Create a Manufacturing Assistance Center and gather resource materials for businesses.
- Hold four business seminars with guest speaker on topics relevant to businesses.
- Market layoff aversion services.
- Conduct direct outreach to 200 companies per month by phone and face-to-face.
- Conduct two direct mailings to manufacturing and other companies on layoff aversion services.
- Identify 50 companies in need of layoff aversion services.
- Hold 40 one-on-one meetings with company executives to assess their needs and introduce layoff aversion services.
- Provide 30 referrals to partnering agencies when layoff aversion services needed.
- Monitor progress on referred cases and gather outcomes.